

20 FEB 1972

MEMORANDUM FOR: Executive Director-Comptroller  
THROUGH : Deputy Director for Support  
SUBJECT : Senior Seminar

1. This memorandum transmits the full ten-week schedule and topic scope notes for the second running of the Agency's Senior Seminar (Tab A), a roster of the officers selected to attend (Tab B), and a statement of the objectives of the Seminar (Tab C).

2. Many parts of the Senior Seminar schedule are firm, but the attached version as a whole should be regarded as tentative. Except for the last week which is kept deliberately flexible, the substance of the Seminar appears to be falling in place satisfactorily. Speakers and panelists who still require approval, have not yet accepted or have not yet been contacted, or other arrangements which are still tentative, are indicated by a question mark (?).

3. In regard to Tab A, there are some discrepancies in the order of the topics as indicated respectively in the block schedules and block scope notes. This is a result from the fact that logical progression of block content, reflected in scope notes, could not always be maintained in the actual scheduling of guest speakers. In a few cases, a scope note covers several presentations shown on a schedule; the scope notes for the last block are incomplete.

4. The presentations of guest speakers and panelists from academia, other parts of the government and CIA are largely of the standard format of remarks followed by discussion. You will also note on the block schedules frequent references to "Individual Presentations." These are 45-minute periods reserved for presentations by members of the Seminar on subjects of their own

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choosing which usually concern their work in the Agency. On the basis of experience with the first running, more films have been scheduled and discussion periods have been provided. In the discussion periods, the Seminar members will either discuss papers previously prepared by the Seminar Staff or others on selected topics or will review the preceding guest speaker presentations to determine what major issues may have been surfaced concerning the Agency and intelligence in general.

5. We are gratified that you will be opening the Seminar on Sunday evening, 12 March. If you have any questions or comments concerning the material attached, the Seminar Director,  or I will be happy to receive them.

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Acting Director of Training

25X1A

Atts

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2 - SS chron. (1 w/h)

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OTR/SS/:cd (24 Feb 72)

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BLOCK MANAGER: [REDACTED]

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DRAFT SCHEDULE - BLOCK # I

DATE: 1 Feb 72

BACKUP :

BLOCK TITLE: THE SENIOR OFFICER AS MANAGER

12 March 72	13 March 72	14 March 72	15 March 72	16 March 72	17 March 72
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
25X1A	0900)-Seminar <u>Orientation</u> [REDACTED] C/Senior Seminar 1050)-Small Group Discussion -Participants and Staff	0830)- Films: Gellerman 0945) BNA Series - The Management of Human Assets <u>Understanding</u> <u>Motivation</u> 1000)- The Evolution of a Government Manager - William J. Crockett Vice Pres., Human Relations, SAGA Systems	0830)- <u>Workshops</u> , contd.	0830)- <u>Workshops</u> , contd.	0900)- Seminar <u>Discussion</u> 1030)- <u>Evaluation of</u> <u>Block I</u> [REDACTED] 25X1A
25X1A [REDACTED]	1330)-Orienta- <u>tion, cont.</u>  Organization Meeting 1530)- Recreation	1315)- Crockett, contd.  1500)- Handouts, Reading	1330)- <u>Workshops</u> , contd.	1330)- <u>Workshops</u> , <u>conclusion</u>  1500)- Recreation  1700)- <u>Cookout or Buffet</u> [REDACTED] 25X1A	25X1A [REDACTED]  25X1A
930)-The 7th Floor View of CIA William E. Colby, x.Dir.-Compt.		1930)- <u>Leadership Styles</u> <u>Workshops</u> - Mr. Crockett and Professor Edward J. Jones, Federal Executive Institute	1930)- <u>Workshops</u> , contd.  CONFIDENTIAL	1930)- <u>Another View of</u> <u>the Agency</u> <u>Panel:</u> [REDACTED] ONE, Chairman (others to be selected)	25X1A

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BLOCK I SCOPE NOTES

THE SENIOR OFFICER AS MANAGER - A major goal of Block I, which is conducted in residence, is to enable the participants to become acquainted and to develop patterns of active participation and of forthright expression of views. The content of the Block includes a series of different perspectives of the Agency and a limited treatment of management theory and styles.

THE EVOLUTION OF A GOVERNMENT MANAGER - A former high government officer will trace the change in his own views and approaches concerning the management of people, drawing on his experience in government and industry. He will discuss different management styles.

LEADERSHIP STYLES WORKSHOPS - Participants will be offered an opportunity to take part in a workshop in which they can analyze their own management style and learn about a number of skill areas which contribute to good management practices.

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BLOCK MANAGER:

BACKUP

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DATE: 18 Feb 72

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BLOCK TITLE: MAJOR WORLD TRENDS AND PROBLEMS

20 March 1972

21 March 1972

22 March 1972

23 March 1972

24 March 1972

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0800) - Administration 0900) - Senior Seminar Staff 0930) - Introduction to Block II 1045) - Senior Seminar Staff 1100) - World Perspective on the U.S. - Barnds, Council on Foreign Relations	25X1A	0830) - Individual Presentation 0915) - Individual Presentation 0930) - Problems of Developing Countries 1130) - -- Fowler, AID	0830) - Individual Presentation 0915) - Individual Presentation 0930) - World Political Trends 1200) - Pool, M.I.T.	0830) - Individual Presentation 0915) - Individual Presentation 0930) - China Today 1200) - Panel: - 25X1A SRS; Chrmn. - Abramowitz, State - Solomon, NSC - 25X1A OSR 25X1A	0830) - Individual Presentation 0915) - Individual Presentation 0930) - Reading/Discussion 1130) - Reading/Discussion
1300) - The Limitations of National Power - Lefever, Brookings Institution	1300) - Film: "The Roots of Madness" (optional) 1400) - Multinational Corporations: A New "World Power" 1630) - Mintzes, International Economy Consultant	1300) - Film: "The Kremlin" (optional) 1355) - Film: "The Kremlin" (optional) 1400) - The Strategic Balance 1630) - Schelling, Harvard University	1330) - 1345) - 1400) - 1630) - - Morley, Columbia University	1330) - The Chinese Background 1600) - Fairbank, Harvard University	
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SECRET MANAGER: 1. [REDACTED]

BACKUP

DRAFT SCHEDULE - BLOCK # II

DATE: 18 Feb 72

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BLOCK TITLE: MAJOR WORLD TRENDS AND PROBLEMS

WEEK II

27 March 1972

28 March 1972

29 March 1972

30 March 1972

31 March 1972

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0900) - Individual 0945) Presentation		0830) - Individual 0915) Presentation	0830) - Individual 0915) Presentation	0830) - Individual 0915) Presentation	0830) - Individual 0915) Presentation
1000) - Reading Period 1130)		0930) - Inside the USSR 1130) - Yakushev, Columbia University	0930) - Communism Today 1200) Panel: [REDACTED]	0930) - The Middle East: 1200) Chronic Crisis 25X1A	0930) - Seminar 1130) Discussion
		25X1A			
1300) - Soviet Foreign 1600) Policy - Pipes, Harvard University		1330) - Film: "Heirs of 1345) Lenin" (optional) 1400) - The USSR: An 1630) Intelligence Appraisal Panel: [REDACTED]	1400) - World Population 1630) Problems - Dr. Hellegers, Georgetown University	1330) - Latin America: 1600) Backyard of the U.S. - Skidmore, Smithsonian Institution	1300) - U.S. Foreign 1600) Policy from the NSC Perspective - Sonnenfeldt, NSC 1600) - Evaluation of 1700) Block II 25X1A Senior Semi Staff
	25X1A				
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BLOCK II SCOPE NOTES

MAJOR WORLD TRENDS AND PROBLEMS - The objective of Block II is to bring Seminar participants up to date on major international problems and developments which affect both the national security policy and intelligence work. Leading authorities from the academic community, governmental policy-making agencies and CIA senior personnel will be invited to make individual presentations and participate in panel and group presentations.

WORLD PERSPECTIVE ON THE U.S. - How foreigners now view the U.S. after a quarter century of "world leadership" will be explored by a well placed student of the problem. He will delineate the current international perception of American leadership and sense of purpose as reflected in its political, economic and military influence. The importance of the psychological element in the conduct of U.S. policy and the bearing which domestic U.S. issues are seen as having on foreign policy will be assessed and, within limits, projected ahead.

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THE LIMITATIONS OF NATIONAL POWER - The speaker will examine, within the context of the current international scene, the concept of the sovereign nation state system of relationships and the meaning of "national power" in the late 20th century. "Natural" limits, as well as internal, moral, legal and other constraints or inhibitions on the free exercise of power, will be discussed in relation to the international scene generally and U.S. policy in particular.

PROBLEMS OF DEVELOPING COUNTRIES - This topic will explore problems of the great and continuing disparity between "have" nations and those less developed countries of Latin America, Africa and Asia which are poor in technology and resources. The impact of these and other factors in aggravating the effects of a population explosion on their inadequate political and economic systems will be discussed, with attention to political repercussions of the lag in agricultural development and the mushrooming urban slums.

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THE MULTINATIONAL CORPORATION: NEW "WORLD POWER?" - The background and contemporary role of the Multinational Corporation (MNC) will be viewed in terms of its economic impact on the international system: The MNC's international supply, production and marketing strategy, and its effect on trade, the balance of payments and the transfer of technology. The speaker will also indicate how the MNC affects international relations via such issues as sovereignty, relations with national states, economic nationalism, and "bigness" vs. the less developed countries. The interaction of the MNC with U.S. national interests will be sketched in varying international scenarios, present and prospective.

THE WORLD POPULATION PROBLEM - The magnitude of the population explosion and the ramifications of its present and future impact, particularly on the less developed countries, will be treated. The difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective also will be covered.

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WORLD WIDE POLITICAL TRENDS - A leading political scientist will review major political ideologies and trends, including nationalism, communism, and the new left, and the world-wide prospects for a "counter-culture" of youth, which bear on the long-range conduct of international relations. Probable international power struggles and major area developments will also receive attention from the speaker.

SOVIET FOREIGN POLICY - An analysis of the operating principles of Soviet foreign policy will comprise the framework for discussion of U.S.-Soviet relations, the impact of the Sino-Soviet rivalry, and such other areas of mutual U.S.-Soviet interest as the Middle East.

INSIDE THE USSR - Soviet society in general and key internal groups comprising the "elite" will be presented by a former member of the elite. Their views of their society, each other and the world will be depicted.

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THE USSR: AN INTELLIGENCE APPRAISAL - An intelligence community panel will comment on the preceding presentations from the intelligence viewpoint. The panel will further examine the world through Moscow's eyes and finally focus on the U.S.S.R. internally, as the Soviets see themselves, with attention to the significance of internal dissenters such as literary figures, scientists, and ethnic minorities.

THE STRATEGIC BALANCE - An analysis of its military and political meaning in the thermonuclear age will be offered by a distinguished authority. He will present an appreciation of the forces and factors underlying the present situation, and indications for the future.

THE CHINESE BACKGROUND - China and the Chinese background of the present regime will be scrutinized by a leading authority on the subject. He will analyze the forces and leaders who have shaped contemporary China and project their long-range implications for the future.

CHINA TODAY - A panel of experts will look at current trends in Communist China and in Sino-Soviet relations, and prospective changes for the 1970's. The panelists will examine China from several intelligence viewpoints: political, foreign policy, and military.

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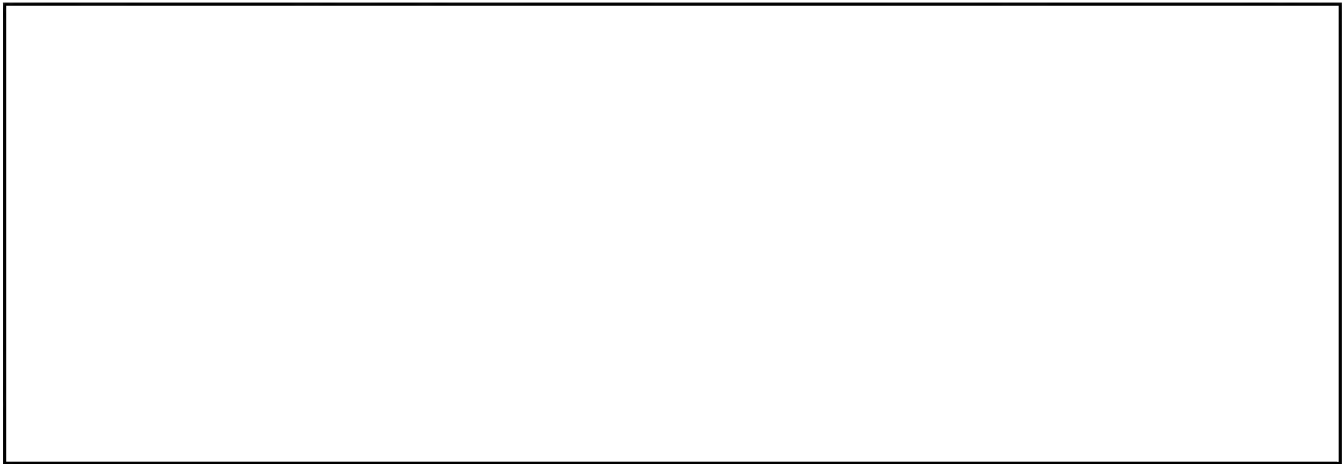
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COMMUNISM TODAY - An intelligence community panel will survey the state of relations among Communist countries and of Communist parties and organizations around the world. The survey will include factors of coherence and division -- Sino-Soviet differences, left and right deviationist elements (Castroism, Titoism) and the impact of nationalism.

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THE MIDDLE EAST: CHRONIC CRISIS - A student of the Middle East will provide a broad perspective on the trends and problems of the area, then focus on the Arab-Israeli conflict, the risks of the U.S.-Soviet confrontation, and the outlook for this chronic crisis.

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LATIN AMERICA: BACKYARD OF THE U.S. - Political and social ferment south of the border and their implications for U.S. economic investment, military security and global influence will be covered. The speaker will discuss major political, economic and social trends as exemplified in the emerging and/or changing roles of the military, students, the church, etc.

U.S. FOREIGN POLICY FROM THE NSC PERSPECTIVE - A ranking member of the National Security Staff will offer a policy level view in the framework of the Nixon Doctrine. The origins, main thrust and major implications of the Doctrine for the conduct of U.S. foreign policy will be sketched.

<p> DRAFT SCHEDULE - BLOCK # III  Approved For Release 2002/05/02 : CIA-RDP80-00308A000100010006-1 </p>				
<p> DATE: 17 Feb 72 </p>				
<p> 25X1A BLOCK TITLE: THE INTELLIGENCE BUSINESS IN CIA </p>				
3 April 1972	4 April 1972	5 April 1972	6 April 1972	7 April 1972
<p>MONDAY</p> <p>0830) - Introduction to Block III</p> <p>25X1A</p> <p>0930) - Foreign Intelligence Operations</p> <p>25X1A</p>	<p>TUESDAY</p> <p>0830) - Individual Presentation</p> <p>0915) - Counterintelligence Activities</p> <p>1130) - (Speaker to be selected)</p> <p>1245) - Film (Optional)</p> <p>1345) - Station Operations</p> <p>1400) - C/FE</p> <p>25X1A</p>	<p>WEDNESDAY</p> <p>TSD LAB TOUR</p> <p>0830) - Depart CofC Bldg.</p> <p>0930) - Briefing and Tour</p> <p>1230) - Lunch at TSD Lab.</p> <p>1330) - Depart for CofC Bldg.</p> <p>1500) - SIGINT Activities of the Clandestine Service</p> <p>1645) -</p> <p>25X1A</p>	<p>THURSDAY</p> <p>0900) - Th</p> <p>1015) - C/Operations, SB Division</p> <p>1030) - Discussion With Deputy Director For Plans</p> <p>1200) - Thomas Karamessihes</p> <p>1400) - Communications Role in Operations</p> <p>1600) - D/Commo</p> <p>25X1A</p>	<p>FRIDAY</p> <p>25X1A</p> <p>0830) - Seminar Discussion of DDP Issues</p> <p>1000) - 25X1A</p> <p>1015) - Medical Problems in CIA</p> <p>1200) - John R. Tietje (?) D/MS</p> <p>1400) - Logistical Support in Southeast Asia</p> <p>1600) - John F. Blake D/Logistics</p> <p>25X1A</p>
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<div> <div></div> <div>25X1A</div> <div>DRAFT SCHEDULE - BLOCK # III</div> <div>Approved For Release 2002/05/02 : CIA-RDP80-00308A000100010006-1</div> <div>DATE: Feb 72</div> </div>				
BLOCK TITLE: THE INTELLIGENCE BUSINESS IN CIA				
10 April 1972	11 April 1972	12 April 1972	13 April 1972	14 April 1972
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0830) - Significant Security Developments - Howard J. Osborn, D/Security	Headquarters Building (Room 6B-00) 0830) - Technical Intelligence Collection Systems 0830) - Organizational Structure - Harold Brownman, D/OSP 0900) - Office of Special Activities - <div>25X1A</div> DD/GSA	0830) - Applied R&D 0920) - Robert M. Chapman, D/ORD 0930) - Coordination of R&D in CIA - Donald H. Steininger, ADD/S&T	0830) - Individual Presentation 0915) - Agency ELINT Operations - John McMahon, D/ELINT 1045) - Missile Intelligence - David Brandwein, D/FMSAC	0830) - Individual Presentation 0915) - The Soviet ABM Problem: Intelligence Case Study - Carl E. Duck, DDS&T
25X1A 0900) - Intelligence Panel - <div>25X1A</div> Deputy Chief, European Division, OCI, Chairman, et al	1015) - Office of Special Projects - Harold Brownman, D/OSP 1400) - Vietnam: Intelligence Case Study - <div>25X1A</div> SAVA, Chairman et al	1200) - Depart CofC Bldg. for <div>25X1A</div> 1300) - NPIC Briefing and Tour - Arthur Lundahl, D/NPIC 1600) - Depart <div>25X1A</div> for CofC Bldg.	1400) - Intelligence and Arms Control Panel: - Bruce C. Clarke, J. (?) D/SR - <div>25X1A</div> (?), Chief, European Division, OCI	1300) - Seminar 1445) - Discussion: Implications of the Nixon Doctrine for Intelligence 1500) - Block III Evaluation
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BLOCK III SCOPE NOTES

THE INTELLIGENCE BUSINESS IN CIA - The content of Block III is designed to provide an overview of the Agency's intelligence missions and a detailed examination of selected activities. Senior officers and panels will examine specific issues relating to their areas of responsibility. Various developments pertaining to the gathering of intelligence will be analyzed to describe and interpret the role of intelligence in influencing policy decisions.

FOREIGN INTELLIGENCE OPERATIONS - The speaker will discuss the foreign intelligence mission of the Clandestine Service, the role of the agent source in intelligence collection, likely changes in collection priorities, e.g., economic information, and problems of coordinating agent operations among U.S. agencies.

THE AGENCY PPB SYSTEM - The speaker will examine the Planning, Programming and Budgeting concept employed by the Agency in comparison with the PPB systems employed by other agencies of Government. Advantages and problems inherent in the PPB system when used in an intelligence organization will be described.

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COUNTERINTELLIGENCE - A ranking member of the CI Staff will review the CIA mission of the Agency with particular emphasis on its role as the central repository, principal collector and processor of CI information. He will examine the relationship of CI to other Clandestine Service disciplines, political decisions at the national level, and coordination with other agencies of the Intelligence Community. Various operations will be described to illustrate CI as a component of these operations, to highlight the significance of intelligence about foreign security services as an element of operational planning and execution, and the role of such operations regarding the penetration, manipulation and repression of opposition intelligence services.

STATION OPERATIONS - The operation of a typical CIA Station, including the implementation of programs contained in the Operational Directive, procedures for responding to ad hoc requirements, the acquisition and development of clandestine assets, the direction of these assets against various targets, and the organization of the Station, will be reviewed by a senior Clandestine Service officer with broad exposure in the field and at headquarters. He will also examine relations with other elements of the U.S. Mission, liaison with the host country security service, and security and management problems unique to a field station.

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SIGINT ACTIVITIES OF THE CLANDESTINE SERVICE - The presentation will review how the Clandestine Service conducts a variety of covert SIGINT activities and examine the relationship of these activities to those of other Directorates and other government agencies, particularly NSA.

THE SA-2 OPERATION - A senior operations officer will describe the acquisition of priority intelligence on Soviet missiles from a highly productive clandestine agent. His presentation will include the spotting, contact, development, recruitment, and the tradecraft used to exploit the source.

COMMUNICATIONS' ROLE IN OPERATIONS - A top-level manager with broad experience will brief on the size and scope of our world-wide communications system and different types of communications support, including staff and operational communications. He will also cover communication R&D and look ahead at the impact of future developments in Agency communications, including technical advances and inter-agency developments.

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CIA LOGISTICAL SUPPORT - The speaker will depict the Agency's logistics system, using the logistical support of paramilitary operations in Southeast Asia, notably the procurement and delivery of supplies, as a case illustration. The transition of paramilitary logistical support in Laos from the Agency to Defense in mid-1972 will be covered. He will also review the management of the Agency's physical plant, equipment and resources, stressing the distinction between the functions of CIA and GSA, and will examine the Agency's contracting program.

SIGNIFICANT SECURITY DEVELOPMENTS - A senior security officer will discuss how the Agency security system has evolved in recent years to provide Agency employees with greater personal assistance and to gain a broader understanding of mutual security responsibilities. He will cover significant security threats to CIA, with particular reference to the technical field. The presentation will also examine the methods used by Security to pursue security leaks such as the Pentagon Papers and the Jack Anderson revelations.

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INTELLIGENCE PANEL - A group of senior analysts will discuss the functions and the use of resources and priorities in the fields of current, economic and strategic intelligence. The panel will also examine the amount of production undertaken in direct response to consumer needs versus that which is self-generated, and address the issue of what they consider should be produced in their fields.

VIETNAM: AN INTELLIGENCE CASE STUDY - A panel of Agency officers will review the role of intelligence in the Vietnam conflict. The principal focus will be to identify turning points in the war and to examine the part intelligence played in the making of policy decisions related to these major events. The presentation will touch on the Agency's dealings on Vietnam with the White House, State, Defense and other U.S. agencies.

THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER - The "Father of Modern Photo Interpretation" will discuss NPIC's mission, charter, functions, and relationship with other members of the Intelligence Community, techniques of interpreting overhead photography, and support to photo collection systems. Following the briefing, there will be a tour of the photographic laboratory, examination and explanation of various mensuration devices, and a demonstration of the integrated information system.

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INTELLIGENCE AND ARMS CONTROL - A CIA panel will discuss the role of intelligence during the preparation phase for arms control talks, in the negotiating phase, and its prospective role after a treaty is in force. Panel members will touch on CIA inputs to study efforts at the working level, participation in NSC and Verification Panel policy-making discussions, the role of CIA representatives and arms control negotiators, and the technical problems in monitoring an arms control agreement.

THE SOVIET ABM PROBLEM: INTELLIGENCE CASE STUDY - A highly qualified observer will review the complexities and difficulties of the Soviet ABM problem facing the Intelligence Community, examine the data available, and discuss how different intelligence sources have contributed to our knowledge of the problem.

TECHNICAL INTELLIGENCE COLLECTION SYSTEMS - The speaker will discuss current and planned technical intelligence collection systems; their contribution towards filling gaps in our intelligence knowledge; and the impact of these systems on the intelligence product, management, and the policy maker.

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COORDINATION OF R&D IN CIA - The speaker will provide orientation on various types of R&D performed by the Agency, discuss the role of contractors in support of this effort, and describe coordination of R&D activity in the Agency and in the Intelligence Community.

APPLIED R&D - The speaker will describe the relationship of intelligence requirements to Agency R&D, budgetary factors which influence planning, examples of developmental activity, and their application to intelligence collection.

AGENCY ELINT OPERATIONS - The speaker will discuss the work of the Office of ELINT in DDS&T, its ground station and airborne collection capabilities, third party relationships, collaboration with NSA, and support to other Agency operations.

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BLOCK MANAGER:

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DRAFT SCHEDULE - BLOCK # IV

Approved For Release 2002/05/02 : CIA-RDP80-00308A000100010006-1

DATE: 13 Feb 72

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BLOCK TITLE: CIA'S OFFICIAL RELATIONSHIPS

17 April 1972

18 April 1972

19 April 1972

20 April 1972

21 April 1972

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>AM</p> <p>25X1A</p> <p>0830)- Introduction to Block IV</p> <p>0900)- The Intelligence Community</p> <p>1000)- DD/NIFE 25X1A</p> <p>1145)- CIRIS</p> <p>NIFE Staff</p>	<p>0830)- Individual Presentation</p> <p>0915)- Presentation</p> <p>0930)- INR: State Intelligence Role in Community</p> <p>1100)- David Mark, Deputy Director for Research</p> <p>Coordination Staff</p>	<p>DAY AT CONGRESS</p> <p>0830)- Individual Presentation</p> <p>0915)- Presentation</p> <p>0930)- Depart for Congress</p> <p>1000)- Library of Congress: Legislative Service</p> <p>Dr. Charles Sheldon(?) Chief, Science Policy Research Division</p>	<p>0830)- Individual Presentation</p> <p>0915)- Presentation</p> <p>0930)- Treasury: New Role in the Intelligence Community</p> <p>1130)- (Speaker to be announced)</p>	<p>DAY AT DEFENSE</p> <p>0900)- Defense Policy</p> <p>1015)- William Baro Spec. Ass't. Sec. Def.(?)</p> <p>1030)- Military Resea</p> <p>1145)- and Developmen</p> <p>Dr. John Fos DD/RSE(?)</p> <p>1200)</p> <p>1330)- Luncheon:</p> <p>Speaker: The Joint Chiefs of Staff</p> <p>ADM Thomas C Macrae, USN Chairman, JC</p> <p>1400)- Management of Intelligence in DOD</p> <p>1530)- Hon. Albert Hall, Ass't. (Intelligence DOD (?)</p>
<p>PM</p> <p>25X1A</p> <p>1400)- The DCI: Community Responsibilities</p> <p>Deputy to DCI for NIFE</p> <p>25X1A</p>	<p>25X1A</p> <p>1400)- State-CIA Relationships</p> <p>1600)- William C. Macomber, Jr., Deputy Under Secretary of State for Administration</p>	<p>1130)- Agency Relations With Congress</p> <p>1200)- John Maury, Legislative Counsel(?)</p> <p>1200)- Views of a Senator and a Congressman on Major Issues Facing Congress</p> <p>1515)-</p>	<p>1400)- NSA Role in Community: Responsibilities of National Cryptologic Command</p> <p>1600)- VADM Noel Gayler, USN, Director, NSA(?)</p>	
<p>Evening</p>		<p>CONFIDENTIAL</p>		

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DRAFT SCHEDULE - BLOCK # IV

DATE: 3 Feb 72

BLOCK MANAGER: [REDACTED]

BACKUP: [REDACTED]

BLOCK TITLE: CIA'S OFFICIAL RELATIONSHIPS

24 April 1972

25 April 1972

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0830) - Future of the 0930) - National Security Council - Brig. Gen. Alexander Haig, Deputy Ass't to the President for National Security Affairs  1040) - DIA: Support to 1200) - the Military and Role in the Intelligence Community - Speaker (?)  1415) - USIA Objectives 1615) - and Activities - Frank Shakespeare, Director, USIA	0830) - Individual 0915) - Presentation  0930) - Office of 1130) - Management and Budget Relations With CIA - James Taylor, OMB - John Hurley, OMB  1500) - Evaluation of 1500) - Block IV  1500) - DEPART FOR [REDACTED]	25X1A		
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BLOCK IV SCOPE NOTES

CIA'S OFFICIAL RELATIONSHIPS - This Block focuses on the "official environment" of the Agency and stresses the new Intelligence Community responsibilities assigned to the Director by the President. It includes CIA's relationships within the Executive Branch, in particular the NSC, State (including INR), OMB, Defense (including DIA and NSA), Treasury, and USIA. The Seminar will participate in a "Day on the Hill" during which members of Congress will be invited to discuss their work and to comment on key issues facing Congress. A similar "Day at Defense" will provide a comprehensive view of the interaction among the various elements -- military, political, scientific and intelligence -- which combine to influence Defense policy.

THE INTELLIGENCE COMMUNITY - A senior Agency officer will discuss coordination in the Intelligence Community and the work of the United States Intelligence Board (USIB). A brief examination will be given the Consolidated Intelligence Resources Information System (CIRIS) to learn its application to Community needs. The Deputy to the DCI for National Intelligence Program Evaluation will share his observations on the new responsibilities assigned by the President to the DCI in managing the Intelligence Community.

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NATIONAL SECURITY COUNCIL - A senior NSC official will discuss the decision-making process in National Security affairs. He will also comment on National Security Staff relations with CIA and the future role of the National Security Council in the intelligence framework.

OFFICE OF MANAGEMENT AND BUDGET - A panel of knowledgeable OMB officers will discuss the budgetary process and its effect on management decisions in the Intelligence Community. The impact of budgetary constraints on intelligence and the relations between OMB and CIA also will be covered.

A DAY AT THE DEPARTMENT OF DEFENSE - This visit to the Pentagon will provide an opportunity to meet with senior officials representing the military, research and development, and the intelligence elements of DOD. Emphasis will be given to the responsibilities and relationships of political-oriented authorities vis-a-vis professional military officers in forming Defense policy, the major factors bearing on Research and Development decisions in Defense, and the management of intelligence in the Defense Department.

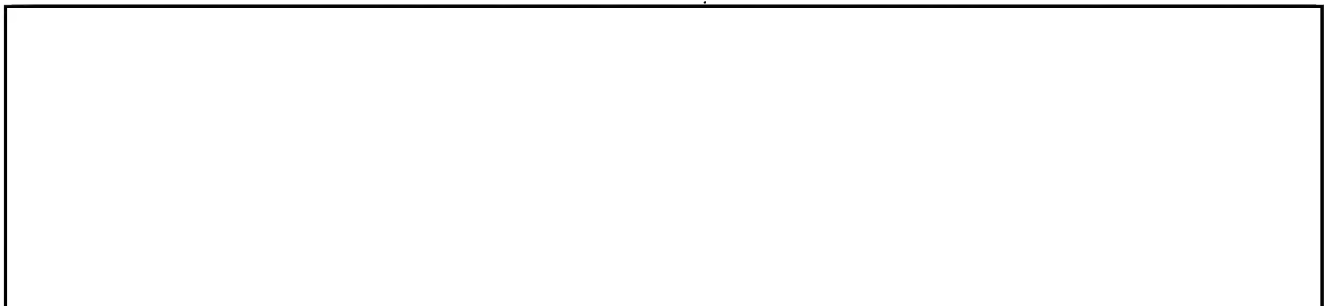
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USIA - A top U.S. information official will discuss the objectives and activities of the U.S. Information Agency and relate its activities to the National Security framework.

TREASURY - A senior Treasury official will explain the rationale for the recent seating of this Department on the U.S. Intelligence Board. He will also cover areas of major concern such as the implications of U.S. balance of payments problems and foreign exchange pressures on National Security.

NSA - A high-ranking official will provide a comprehensive discussion of NSA, including its responsibilities for intelligence collection, selected activities and major problems facing that Agency, relationships with CIA, and the current status and responsibilities of the newly-formed National Cryptologic Command.

STATE DEPARTMENT - A panel will discuss the support given by the Bureau of Intelligence & Research to the Secretary of State and the relationships of INR with CIA and the Intelligence Community.



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A DAY AT CONGRESS - A "Day on the Hill" will provide an opportunity to the Senior Seminar to meet with Legislators in their own environment. The participants will learn the kinds of support on matters of mutual interest given to Congress and its Committees by the Legislative Research Service. Then they will join with the CIA Legislative Counsel in a House Committee Room to review CIA relationships with Congress and meet separately with a Senator and a Congressman to hear their views on major issues facing legislators today.

DEFENSE INTELLIGENCE AGENCY - A senior officer will delineate the functions which that Agency performs directly and those which it manages within the DOD. He will also explore DIA relations with the military services and its role in the Intelligence Community.

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BLOCK MANAGER:

ACHUP

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DATE: 18 Feb 72

BLOCK TITLE: DOMESTIC PROBLEMS OF RELEVANCE TO CIA

1 May 1972	2 May 1972	3 May 1972	4 May 1972	5 May 1972
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0845) - Introduction to 0900) - Block VI - <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1em;"></span> 0915) - Film: "USA" 0945) - <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1em;"></span> 25X1A 1000) - The Domestic Scene. 1200) - Today: A Report. - Rosenthal, New York Times(?)	0830) - Film: "Generations 0930) - Apart: A Question of Values" 0945) - The Youth 1200) - Counterculture - A Youth (?)	0900) - Individual 0945) - Presentation 1000) - Blacks in U.S. 1200) - Society - Letitia Brown, George Washington U.	0830) - Individual 0915) - Presentation 0930) - The Media, 1130) - Government and CIA - Lisagor, Chicago Daily News(?)	0830) - Individual 0915) - Presentation 0930) - The New Left in 1130) - U.S. Politics - Baker, Rutgers U.(?)
1330) - Trends in National 1550) - Priorities - Lekachman, State of New York	1300) - Film: "Marijuana" 1345) - (optional)	1330) - Social Change and ??) - Response Inside CIA Panel: - <span style="border: 1px solid black; display: inline-block; width: 50px; height: 30px;"></span> S, Chairman - <span style="border: 1px solid black; display: inline-block; width: 50px; height: 30px;"></span> GMS - <span style="border: 1px solid black; display: inline-block; width: 50px; height: 30px;"></span> CP 25X1A	1300) - Seminar Discussion 1400) - 1430) - A Critic Looks at 1630) - U.S. Foreign Policy - Zahn, U. of Massachusetts	1230) - Film: "Generations 1330) - Apart: The Youth International" 1345) - Critique of 1430) - Block VI - <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1em;"></span> 25X1A
	1900) - The Drug Culture 2100) - Dr. Buckman, U. of Virginia			

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BLOCK VI SCOPE NOTES

DOMESTIC PROBLEMS OF RELEVANCE TO CIA - This Block examines contemporary domestic trends, problems and issues which are relevant to the Central Intelligence Agency as an organization; and explores the relationships of the communications media and public opinion with the executive branch of the US Government in general and with CIA in particular.

THE DOMESTIC SCENE TODAY: A REPORT - The Block opens with a broad review of major cultural changes and social problems facing the United States today and likely to persist in the near future. The report will address such social problems as racial conflict, poverty, education and the future of American cities. The report will also touch on such cultural phenomena as changing attitudes toward the "work ethic," affluence, education and changes in morals. Some attention will be given to the driving forces behind such changes.

CHANGING US NATIONAL PRIORITIES - Many segments of American society--rich to poor, young to old--are uneasy over the quality of American life and are vocal in their demands for changes in US national priorities. A leading political economist will identify in broad terms the sources and causes of this malaise and will share his views of the implications of these attitudes on the present and future patterns of US national priorities. The presentation will include a discussion of the idiosyncrasies of resource allocation, the impact of inflation and the "Nixon Game Plan" (Phase II), and

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CHANGING US NATIONAL PRIORITIES (contd.)

the speaker's views on what public policies should be followed to bring national priorities into conformance with national demands.

THE YOUTH COUNTERCULTURE - U.S. society and its institutions as viewed through the eyes of a former member of the youth counterculture and student radical leader will form the substance of this presentation. The speaker will give his impressions of the depth and meaning of the counterculture movement, the basis for alienation of the young and their methods of resistance, and probable future directions of American youth. He will also provide some insights into their attitudes toward U.S. foreign and defense policy as well as, indirectly, CIA.

THE DRUG CULTURE - A psychiatrist will discuss drug abuse in American society, particularly as it relates to youth: what it is like, who is involved, the impact of the drug culture on American youth and society, and possible implications for government agencies, such as CIA. The thrust of his presentation will be devoted to the whys of drugs and the role of drugs in the youth movement, rather than to the drug traffic, the substances and their apparatus, or the states of mind produced by the drugs themselves. He will however, offer his views on the psychological and physiological effects of drug abuse.

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BLACKS IN U.S. SOCIETY - A scholarly black historian and sociologist will identify contemporary, mainstream black attitudes toward the social, political and economic structure of America today, with particular emphasis upon that period marked by the beginnings of black awareness and activism. Some attention will also be given in the presentation to the current and future role and significance of black radicalism and militancy. The discussion will also delve into the ghetto milieu, attitudes of black youth, unemployment among blacks, crime, drugs, welfare, and finally, the speaker's views on the probable future of black-white relationships.

THE AGENCY RESPONSE - Many of the changes and issues facing U.S. society at large bear directly on the Agency. A panel, representing the Offices of Security, Personnel and Medical Services, will assess the ways and the extent this impact has been felt in CIA and the responses of CIA to such issues as drug abuse, minority employment, employment of women, and problems faced by younger employees who share values drawn from the counterculture.

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THE MEDIA, GOVERNMENT AND CIA - A well-known member of the mass media will assess the relationship between the media and the U.S. Government in general and CIA in particular. On the government side, the focus of the analysis will be upon the "adversary relationship" which exists between the press and the executive. Particular attention will be paid to such phenomena as "credibility gaps," news management, "the backgrounder" and government secrecy. He will discuss the media's point of view on reporting classified information affecting "national security" issues and the American people's right to know. The speaker will share his views on the image of CIA among working members of the press and the factors which he sees as forming and effecting this image.

A CRITIC LOOKS AT U.S. FOREIGN POLICY - The speaker will take a critical look at U.S. foreign policy, particularly those elements and areas of foreign policy which have produced opposition or alienation among segments of American society. The aim of this analysis will be to identify changes in the American people's attitudes--"the lessons learned"--which will influence future foreign policy and its instruments, particularly CIA. U.S. involvement in Vietnam will be paramount in this discussion, but the presentation will, where appropriate, include other areas and issues. Finally, the speaker will suggest changes in U.S. foreign policy and in the policy-making structure.

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THE SOVIET MILITARY AS A RESOURCE PROBLEM [Seminar Discussion] -

A major portion of the U.S. intelligence effort is at present targeted against the Soviet military establishment. It is the opinion of some Agency officers that a disproportionate amount of the effort is devoted to this target. A panel of CIA officers will examine this thesis, which is set out in a discussion paper.

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BLOCK MANAGER:

BLOCK #

25X1A DRAFT SCHEDULE - BLOCK # VII  
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DATE: 24 February

BLOCK TITLE: CIA IN THE FUTURE

8 May 1972	9 May 1972	10 May 1972	11 May 1972	12 May 1972
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0830) - Introduction to Block VII 25X1A 0930) - The Field of Long- Range Protection [Joseph P. Coates(?) National Science Foundation]	0830) - Individual 0915) Presentation 0930) - Personnel Problems 1130) and Planning [Harry B. Fisher, (?) Director of Personnel] 25X1A	0830) - Individual 0915) Presentation 0930) - Future of the 1130) Clandestine Service 25X1A	0900) - Future Trends in 1130) Community Resource Allocation 25X1A Office of DCI/IC	0830) - Open 1930) 1030) - Critique of 1130) Senior Seminar 1130) - Final 1200) Administration of Senior Seminar
0830) - Open 0930) 1545) - Discussion of 1700) Seminar Issues (Management)	1330) - Technology and the 1530) Agency's Future 25X1A SA/DD/S&T] (?) 1545) - Discussion of 1700) Seminar Issues (Agency Image/ Relations)	1330) - Bureaucracy in CIA 1530) 25X1A Chief, Senior Seminar Staff 1545) - Discussion of 1700) Seminar Issues (Missions)	1330) - Soviet Military as 1530) a Resource Problem - Panel (?) 1545) - Evaluation of 1700) Block VII	
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BLOCK VII SCOPE NOTES  
(Subject to revision)

CIA IN THE FUTURE - The last Block of the Seminar will be largely devoted to considering directions for CIA in the 70's in such areas as personnel planning, technological development, operational structure and targeting, and resource allocation. The participants in the Seminar will have an opportunity in this Block to consider future issues for CIA which arise from their discussions during previous Blocks. These will be discussed under three headings -- issues of "Management," "Missions," and "Agency Image and Relations."

THE FIELD OF LONG-RANGE PROJECTION - A member of the staff of the National Science Foundation will introduce a new approach to long-range projection known as "Futurism." He will describe a number of ways now being used or developed to arrive at models or scenarios of future events and conditions - technical, demographic, and economic. These novel methods of forecasting have potential application to some phases of Agency work such as long-range estimating and operational planning.

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OPPORTUNITIES AND PROBLEMS IN PERSONNEL PLANNING - The Director of Personnel will discuss new areas of planning with respect to personnel recruitment and development, career management, and retirement. He will devote some attention to efforts the Agency has made in equalizing opportunities for women and blacks, to new methods of personnel evaluation, and to the progress the Agency has made through accelerated retirements in changing the age distribution of the Agency staff. The activities of the Management Advisory Board will be discussed and methods that have been devised to involve employees more actively in decisions affecting their careers.

TECHNOLOGY AND THE AGENCY'S FUTURE - A senior S&T officer will speculate about the effect of rapid change on the Agency and the role of technology in helping the Agency adapt to change. He will consider the need for greater automation, for "capital-intensive" programs, for wider applications of sensors, and for training Agency officers to handle and exploit technological opportunities. His views are set out in a discussion paper: "Science, Technology, and Change: Implications for the Central Intelligence Agency." (by ).

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FUTURE OF THE CLANDESTINE SERVICE [possible] - A panel of senior CS officers will examine the pressures on the CS in the 70's and probable directions for change. It will consider problems of changing, and possibly increasing, requirements on the Clandestine Service in a multi-polar world; the place of non-official cover as retrenchment in official cover opportunities continues; probable new agent communication and reporting methods; the clandestine operator of the future; and his Soviet or Chinese target.

FUTURE TRENDS IN CIA [alternate to FUTURE OF THE CS] - A panel of senior officers of CIA will put forth for discussion a "model" CIA of the future -- one distributing technological and human capabilities and tasks in proper proportion; using a flexible management system relying on shifting teams to accomplish specific tasks; well-grounded in its relations with other agencies of the Government, Congress, and the public; calling upon flexible operational covers abroad; and highly responsive to both broad and specific national requirements. The Participants will be encouraged to provide guidance in building this "model."

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OBJECTIVES OF THE CIA SENIOR SEMINAR

1. The requirement for an Agency training program depends on whether the participants can benefit in one or several important dimensions with respect to current or future Agency jobs which a properly designed course can provide. Training of new officers is primarily concerned with equipping them with intelligence and related job skills and with orienting them to the Agency and to the intelligence business. In contrast, the senior officer largely possesses, by virtue of his advancement through the ranks, the substantive knowledge and skills related to his job. In this sense, the senior officer must be regarded as the expert insofar as the execution of his job is concerned, and a training program cannot add significantly to the skills he uses directly in his work.

2. There is, of course, much more to being an effective senior officer in CIA than mastery over the content and skills needed for a particular assignment. For the senior officer to share effectively in the management of the Agency, he must have some insight into the external pressures, internal problems, and other factors bearing on the decisions of top management. He should have a grasp of important Agency business and significant Agency relationships with the rest of government and outside groups which fall outside the immediate purview of his job. Such knowledge not only bears on his own motivation and understanding of the Agency, but is a necessary ingredient in his ability to interpret to his subordinates the decisions and actions of top management in such a way as to

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avoid parochialism. In the evolution of the Agency, security requirements and our tradition of compartmentation have tended to carry over into this area and to limit many senior officers' understanding of relevant organizational matters. In the process of developing the Senior Seminar, a number of top Agency figures noted that most of our senior officers are wanting in their overall understanding of Agency management. This is a serious deficiency inasmuch as the senior officer group must be prepared to take on greater responsibilities over the next decade in the running of the Agency. Meeting this requirement identifies the first objective of the Senior Seminar.

Objective 1. To enable Seminar participants to develop greater insight into the problems and pressures facing CIA management, the processes of change within the Agency and its external relationships, and developments in American society which are relevant to CIA as an organization.

3. A statistical analysis of those senior officers who may be candidates for the Senior Seminar indicates that most of this group entered the Agency in the early 1950s and completed their academic training approximately two decades ago. During this lapse of time, many changes have occurred in foreign countries and regions, in U.S. foreign policy, and in domestic factors bearing on policy, as well as in interpretive thinking on subjects related to intelligence and foreign policy. There is a need to update the knowledge of many senior officers on these areas of change.

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Objective 2. To acquaint Seminar participants with current thinking on U.S. foreign policy equities and developments abroad which are the intelligence collection, analysis and covert action targets of CIA.

4. The occupational picture which emerges from the statistical analysis is that of a group of officers who may have become accustomed to the pattern and regimen of Agency employment. In the process, perceptions and sensitivities toward work colleagues--peers as well as subordinates--have in varying degrees become dulled. Many senior supervisors cite difficulties in understanding and relating to younger officers. The Seminar provides an opportunity to examine this area.

Objective 3. To provide an opportunity for Seminar officers to refresh and broaden their understanding and appreciation of "the other guy."